MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2016/2017

BOB2824-ORGANIZATIONAL BEHAVIOR

(Distance Education)

28 FEBRUARY 2017
2.30 p.m - 4.30 p.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **SIX (6)** pages with 2 sections (excluding this cover page).
2. Section A: Thirty (30) multiple choice questions. Answer **ALL** questions. (40 marks)
3. Section B: Three (3) structured questions. Answer **ALL** questions. (60 marks)
4. Answer **Section A** in the multiple-choice answer sheet provided and **Section B** in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)
There are THIRTY (30) questions in this section. Answer ALL questions.

1. Why are interpersonal skills important for managers?
   A. Better interpersonal skills result in lower turnover of quality employees and higher quality applications for recruitment.
   B. Leadership and communication skills are critical as a person progresses in his or her career.
   C. 'Good places to work' tend to result in better company financial performance
   D. All of the above.

2 According to Mintzberg's classification of managerial roles, the role of a (an) _____ is to transmit information received from outsiders or from other employees to members of the organization.
   A. resource allocator
   B. spokesperson
   C. disseminator
   D. entrepreneur

3. The ability to understand, communicate with, motivate, and support other people, both individually and in groups, may be defined as _____.
   A. human skills
   B. technical skills
   C. cognitive skills
   D. conceptual skills

4. Which of the following is a reason why managers need to understand employees' attitudes?
   A. Managers must know how to delegate work to employees.
   B. Attitudes that people hold determine what they do.
   C. Managers must know how to motivate employees.
   D. All of the above.

5. Any incompatibility between two or more attitudes or between behavior and attitudes results in _____.
   A. organizational dissonance
   B. attitudinal clarification
   C. cognitive dissonance
   D. positivity offset

6 Which of the following is a generic term that covers a broad range of feelings that people experience?
   A. Affect
   B. Knowledge
   C. Insight
   D. Attention

Continued....

7. _____ refers to feelings that tend to be less intense than emotions and that lack a contextual stimulus.
   A. Mood
   B. Affect
   C. Reaction
   D. Cognition

8 Perception is an important concept in the study of Organizational Behavior because_____.
   A. people's behaviors are based on their perception of what reality is, not on reality itself
   B. people's perception becomes the reality from which people act
   C. managers need to understand factors that influence perception
   D. All of the above

9. _____ explains the ways in which we judge people differently, depending on the meaning we assign to a given behavior.
   A. Attribution theory
   B. Equity theory
   C. Object relations theory
   D. Attachment theory

10. Which of the following is an example of internally caused behavior?
   A. An employee could not attend an interview because of a delayed flight.
   B. An employee could not come to work because he met with an accident.
   C. An employee was late for a team meeting because of a heavy downpour.
   D. An employee was fired from work because he violated a company policy.

11. Which of the following is **NOT** an important reason to understand employee motivation?
   A. Managers can develop appropriate salary scale for employees.
   B. Managers can change negative attitudes of employees.
   C. Managers can reduce employee turnover.
   D. All of the above.

12. _____ is **NOT** a benefit of flexible time arrangement.
   A. Reduced absenteeism
   B. Increased work-life balance
   C. Increased productivity
   D. Increased tardiness

13. The _____ dimension of motivation measures how long a person can maintain effort to pursue a goal.
   A. intensity
   B. direction
   C. knowledge
   D. persistence

Continued....

14. If we consider Maslow's hierarchy of needs in the context of Japan, Greece, and Mexico, where uncertainty-avoidance characteristics are strong, then _____ needs would be on top of the hierarchy.
    A. self-actualization
    B. security
    C. esteem
    D. social

15. Job design is defined as the _____.
    A. way the elements in a job are organized
    B. degree to which the job rewards competence
    C. degree of decision-making power with the immediate superiors
    D. way the job is evaluated in terms of its relative worth to other jobs

16. Which of the following is a reason for managers to handle conflicts in organizations?
    A. Conflicts, if left uncontrolled, can erode teamwork.
    B. Conflicts can hinder completion of tasks.
    C. Work conflicts can turn personal.
    D. All of the above.

17. According to the traditional view of conflict, all conflict is _____.
    A. harmful and must be avoided
    B. healthy and improves productivity
    C. natural and helps generate discussion
    D. necessary and improves creativity of a group

18. Conflict that relates to the content and goals of work is called _____ conflict.
    A. job
    B. task
    C. process
    D. relationship

19. Which of the following statements is true with regard to communication?
    A. Communication cannot be used to motivate and control employees in an organization.
    B. Communication involves the mere imparting of meaning to another person or group.
    C. Communication involves the transfer and understanding of meaning.
    D. Perfect communication is not dependent on a channel and its richness.

20. The emotional expression function of communication involves _____.
    A. managers motivating employees by setting specific goals
    B. managers training employees in decision-making strategies
    C. members of the organization following their job descriptions
    D. members of the organization showing their satisfaction and frustrations

Continued....

21. In a communication process, the _____ initiates a message by encoding a thought.
    A. sender
    B. receiver
    C. decoder
    D. transmitter

22. Which of the following is **NOT** a reason for a manager to be politically skillful?
    A. To resolve differences among conflicting groups.
    B. To be elected as the president of the country.
    C. To acquire desirable resources.
    D. None of the above.

23. University professors and scientists are always asked for advice by government agencies. This is an example of individuals who possess _____power.
    A. expert
    B. reward
    C. referent
    D. coercive

24. Managers and leaders rely on rational persuasion as they _____.
    A. want to portray a good image of themselves
    B. trade something of value for what they want
    C. want to convince others to accept their ideas
    D. extend formal authority with expertise and credibility

25. Strong leadership is needed because _____.
    A. planning, leading, organizing, and controlling are the required skills for the future
    B. of globalization, e-commerce, telecommuting, virtual teams, and outsourcing
    C. giving workers clear job assignments is the main task of a business executive
    D. the environment of the 21st century is predictable

26. Initiating structure describes a leader who _____.
    A. is sensitive to subordinates and respects their ideas, and feelings
    B. seeks input from subordinates regarding important decisions
    C. is task-oriented and directs subordinates' work
    D. listens carefully to problems

27. Which of the following is the reason why organizations need transformational leadership?
    A. The organization needs to unite people with differing interests to achieve a vision.
    B. Organizational success is critically contingent on continuous change.
    C. The organization wants to boost employee motivation.
    D. Maintaining stability is the main organizational goal.

Continued....

28. In year 2008, Nokia was once the world's dominant mobile-phone maker. But now it is no more in the list of global major smartphone vendors, losing to iconic brands such as iPhone by Apple and Samsung. The company's unwillingness to _____was probably the biggest reason that brought the mobile giant down.
    A. appoint new Chief Executive Officer (CEO)
    B. make drastic changes when they are required
    C. come out with sophisticated smartphones
    D. use Android as it mobile operating system

29. In appreciative inquiry, people in the organization bring about change by _____.
    A. identifying unique qualities of an organization which can then be built on to improve performance
    B. bringing people together in an interactive group over a computer network
    C. actively working to overcome obstacles and resistance
    D. exploring, experimenting, and risk taking

30. In Kotter's Eight-Step Plan for Implementing Change, what does it mean by `empowering employees to act on the vision'?
    A. Change agents demonstrate new behaviors to be emulated by the people
    B. Leaders remove obstacles to change such as systems, structures, or procedures.
    C. Leaders plan for visible performance improvements, enable them to happen, and celebrate those involved.
    D. Leaders use courage and perseverance to give people the energy and power to take on more difficult issues.

SECTION B: STRUCTURED QUESTIONS (60 Marks)

There are THREE (3) structured questions. Answer ALL questions. Each question carries 20 marks.

QUESTION ONE

a) Hao is a young bank manager in Shanghai. He has received three promotions in the past four years and makes no apologies for the aggressive tactics he has used. "My name means clever; and that's what I am. I do whatever I have to get ahead," he says.

Discuss the type of personality that best describes Hao.

[5 Marks]

b) Sabrina likes to be the centre of attention. She often looks at herself in the mirror, has extravagant dreams about her future, and considers herself a person of many talents.

Discuss the type of personality that best describes Sabrina.

[5 Marks]

Continued....

c) Valerie Clark works as a campaigner at the Oceans Protection Foundation in Japan. During campaign implementation activities, she prefers to follow structured processes and ensures her team undertakes activities in an orderly fashion. In addition, she takes responsibility for milestones to be achieved and key project activities. Her colleagues and team members find that they can depend on her for support and guidance and admire her quality of never giving up on a challenge.

Discuss the type of personality that best describes Clark according to the Myers-Briggs Type Indicator and the Big Five model.

[5 Marks]

d) Michelle Young, who works as a sales manager at a bank, often has to deal with a lot of stress to meet monthly targets for her team. However, irrespective of stressful situations, she manages to handle problems with ease and a smile on her face. Her team members are often surprised at how she deals with such situations with so much confidence. They believe the reason she manages to be such a good role model of handling volatile situations is because she is confident of her capabilities and sees herself as an effective manager.

Discuss the type of personality that best describes Young according to the Myers-Briggs Type Indicator and the Big Five model.

[5 Marks]

QUESTION TWO

a) Discuss some of the unique challenges that virtual teams face.

[5 Marks]

b) What can the management do to ensure effective, virtual teams?

[5 Marks]

c) Discuss the effect of team size on effectiveness of teams.

[10 Marks]

Continued....

QUESTION THREE

a) How does organizational culture develop?

[10 Marks]

b) What are ways that leaders can adopt to maintain an organization's culture?

[10 Marks]

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